

CAUSES, EFFECTS, AND REMEDIES IN CONFLICT MANAGEMENT

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Abstract

While workplace conflicts have been widely studied in the literature, this research provides a holistic view of the causes and effects of such, and how managers or a management can resolve the conflicts among their teams and organization through a detailed, multidimensional framework carried out on one of the biggest textile firms of Pakistan. With an initial sample of 145 respondents, 37 questionnaires were dropped because of invalid and incomplete answers; therefore, the study was carried out on 108 respondents. Conflicts are a part of human nature, but management should play an important role in dealing with these issues, as there can be enormous chances of conflicts due to a diverse workforce. Conflict also results in poor work performance and low productivity; therefore, it's suggested to create teams or groups which may encourage a competitive culture in the organization. Additionally, a few remedies are identified, which may resolve some issues; managers must look at those techniques for a better culture.

Keywords: Employee conflicts, conflict management technique, work performance, low productivity

Abstrak

Sementara konflik di tempat kerja telah banyak dipelajari dalam literatur, penelitian ini memberikan pandangan menyeluruh tentang sebab dan akibat dari hal tersebut, dan bagaimana manajer atau manajemen dapat menyelesaikan konflik di antara tim dan organisasi mereka melalui kerangka kerja multidimensi yang terperinci yang dilakukan pada satu Dari perusahaan tekstil terbesar di Pakistan. Dengan sampel awal sebanyak 145 responden, 37 kuesioner dijatuhkan karena jawaban yang tidak benar dan tidak lengkap; Oleh karena itu, penelitian dilakukan terhadap 108 responden. Konflik adalah bagian dari sifat manusia, namun manajemen harus memainkan peran penting dalam menangani masalah ini, karena ada kemungkinan besar konflik karena beragam angkatan kerja. Konflik juga berakibat pada kinerja kerja yang buruk dan produktivitas rendah; Oleh karena itu, disarankan untuk membuat tim atau kelompok yang dapat mendorong budaya persaingan dalam organisasi. Selain itu, beberapa solusi

diidentifikasi, yang dapat mengatasi beberapa masalah; Manajer harus melihat teknik-teknik untuk budaya yang lebih baik.

Kata kunci: Konflik karyawan, teknik manajemen konflik, kinerja kerja, produktivitas

Background of the study

To find out the ways for beneficial conflict resolution in an organization in order to create Conflicts are an unavoidable part within an organization, as the goals of the shareholders, managers, and other staff members are different from each other. As far as conflicts are concerned, conflict is basically a fact which causes disputes within an organization and among organizational employees because they are challenged for jobs, job authority, job recognition and their job security. This creates a certain situation in which employees prevent each other from achieving their goals and objectives. The reason behind the occurrence of conflict is lack of freedom, lack of resources and lack of position. When conflicts arise, individuals within an organization who love their freedom opposed conflicts for their freedom and to some degree opposed to adapt the ethics within a group. Sometimes those individuals who have thirst for power strive and compete with others for status and position within the group of individuals (Hotepo, Asokere, Abdul-Azeez, & Ajemunigbohur, 2010).

Conflicts are difficult to avoid but the symptoms of conflicts can be tracked in order to manage conflicts at the time when these conflicts start to emerge within an organization. So, it is important for the organization to monitor the symptoms indicating the emergence of conflicts. If the organization does not respond promptly to the symptoms of

conflicts arising, then it is possible that a time will come when the organization is managed by the conflicts. Conflicts usually occur where organizational operations specifically depend on team work, collaboration and group creativity of employees, yet the focus is mostly on attaining results instead of looking after the employees and maintaining a reciprocal relationship among employees (Turkalj, Fosić, & Dujak, 2008).

As far as the history of conflicts is concerned, in the early 1900s, conflicts were usually considered as an indication of poor management within an organization and were considered something to avoid. Whereas, in the mid-1950s, conflicts were considered as normal and anticipated. In such, managers started to focus on the resolution of these conflicts. In the 1970s, a neutral view about the conflicts was created according to which conflicts were considered neither good nor bad, but rather a reason for organizational growth. In the 1990s, managers were required to deal with and to manage the conflicts in an appropriate manner. Earlier on, and according to the overall history of workplace conflicts, they were considered as unpleasant events that need to be prevented. According to past researches, conflicts are responsible for unorganized and careless behavior of employees within an organization and therefore, considered as an avoidable and destructive constraint for the organization to be removed or

reduced. Nowadays, the perception about the conflicts has changed due to the exposure of the social system and open system theory. According to that perception, conflicts are sometimes negative means dysfunctional or positive means functional. Conflicts which promote the growth and create competition among employees are positive conflicts and when the organization failed to deal with the conflicts and those conflicts become a constraint for an organization are considered as negative (Ajike & Akinlabi, 2015).

Problem Statement

The research question is, “What is the relationship between the conflicts, causes, effects, conflict management and conflicts outcome?” Conflicts arise within the organization when the employees of the organization feel that they are facing hurdles and are threatened by the actions of other individuals and facing difficulty in achieving their goals and objectives. To overcome and deal with the conflicts, an organization needs a conflict management system. Hence, the problem statement is “To find out the conflict management strategies and conflicts causes, effects and outcomes.”

Statement of Purpose

The purpose of the study is to find out the reasons of conflicts and to find out how to overcome these conflicts within the organization with the help of conflict management. This study can help create a suitable environment for the growth of a work force and help in formulating policies to deal with conflicts in a right manner.

Research Objective:

Primary objective of the research is to find out the impact of conflict management on conflicts causes, effects and outcomes. It means to find out the effect of conflict management in dealing with conflicts, its causes, effects and outcomes. And to find out the ways to counter conflicts by implementing conflict management strategies in order to deal with conflicts in a right manner. The other objectives also include;

- To find out what are conflicts?
- To find out the causes of conflicts.
- To find out the effects of conflicts.
- To find out the techniques of conflict management in dealing with conflicts.
- To find out the outcomes of conflict management.

Significance of the study:

This research helps the organization in formulating policies to deal with the conflicts within the organization. It will be beneficial for the business students as well in their research projects and it will also helps the organization to manage conflicts by establishing the conflict management system within the organization.

Organization under study:

Organization under study is Soorty Enterprises denim manufacturing company and cement manufacturing company in Karachi. It was established in 1970's and started working under the name of Zahid Corporation but later on it was renamed as Soorty Enterprises. After thirty years of hard work they have attained one of the best denim production and exporters position in



Figure 1. Research Model

an international market. They have spinning, weaving of denim and garments division including garments making and washing of garments.

Hypothesis

- H1_A**: There is a relationship between poor communication and causes of conflicts.
- H2_A**: There is a relationship between differences in goals and causes of conflicts
- H3_A**: There is a relationship between negative perception and causes of conflicts.
- H4_A**: There is a relationship between employee low morale and effects of conflicts.
- H5_A**: There is a relationship between communication breakdown and effects of conflicts.
- H6_A**: There is a relationship between

low productivity and effects of conflicts.

- H7_A**: There is a relationship between accommodating and conflicts management techniques.
- H8_A**: There is a relationship between compromising and conflicts management techniques.
- H9_A**: There is a relationship between avoiding and conflicts management techniques.

Limitations

The first and the foremost limitation was a time constraint which created obstacles in filling up questionnaires. Respondents were hesitant to give their response because employees may have some doubts about the legality of filling the questionnaires because they did not want to violate the rules of the organization and were worried regarding their job security.

Summary

The research is based on what are conflicts, why conflicts occur, what are the effects of conflicts on organizational and employee performance, how conflicts can be avoided or positively utilized by using conflict management techniques and what are the outcomes of conflicts. Conflicts are nowadays considered as an important and integral part of all organizations because it is the factor which can either increase organizations productivity if utilized in a productive manner otherwise it can create worse impact on organizational productivity. Conflicts can affect employees' mental as well as physical health because it mostly causes a negative impact on human minds which ultimately affects human health and causes lack of concentration of employees towards work. This is the reason nowadays organizations are focusing on formulating and implementing strategies to avoid and to minimize conflicts or positively use the conflict to increase employees level of motivation so, employees can improve their performance within the organization to improve their overall organizational performance.

LITERATURE REVIEW

Introduction of the variables

This research includes conflicts causes, effects, conflicts management techniques and outcomes. The purpose of the research is to study the overall conflicts process cycle. How conflicts arise, what are the effects of conflicts on employees' performance, which techniques can be used to effectively utilized conflicts in a better way and what are the outcomes after

implementing conflict resolution techniques and how it contributes to the overall organizational performance.

This research can help the managers in resolving conflicts which are creating difficulties in achieving organizational goals and objectives. It also points out the causes, effects, outcomes of conflicts and help them in identifying conflict management techniques that help them deal with conflicts in an efficient manner.

Conflicts

According to Schramm-Nielsen (2002), conflict is defined as a state of significant dispute about something which is considered or perceived important by the one party and the other party disagrees. Conflict is related to the actual part of the management and such kind of organizational behavior which leads toward the organizational politics. It is related to refraining one person from achieving its goals and objectives. It can cause the other person failure to achieve its goals and can create an opposing dispute and disagreement between employees. It can be observed on the basis of individual, group and organizational level. Olu, Ojo, Dupe, Adesubomi, Abolade (2008) sometimes conflicts have a bad effect on groups and it may also act as an encouraging and a motivating factor for employees. It is also depending upon the nature of the groups and the reason of the work-life conflict. It is not necessary that it is positive and has an advantage for employees whereas, some of the conflicts that are related to social conflicts and includes objectives, ethics or benefits of an individual that are not against the perceptions

of an individual can be considered as a positive and useful conflict for the social arrangements. These kinds of conflicts are important because they are responsible for restructuring the norms and in creating an authority in groups related to such needs which can be sensed by the individual group members or their sub-group members (Mallan, 2013). According to past researches, employees who have faced and are experiencing such conflicts within their organizations are more likely to experience strain symptoms like, employee burnout, somatic complaints and depression that is why, work-life conflicts are considered as a critical risk for employees' health. There are two types of conflicts that occur within an organization such as: relationship conflicts and task conflicts. Relationship conflicts are related to emotional and interpersonal aspects and it create a serious impact on an individual self-identity and self-respect. Because having a bad job experience related to individual employee self-respect can create harmful consequences and such kind of relationships lead to more pessimistic reactions and can prone to a higher risk to an individual employee's health. Whereas, the task conflicts also termed as cognitive conflicts is related to the disputes between two or more people about an objective or a particular task which is to be performed. Such kind of disputes usually occur because of the opposition or differences of the ideas, opinions and point of views of the employees within a group and sometimes the disputes are related to the allocation of materials, policies and procedures, difference in perception and understanding of particular information or fact are part of the task conflict (Howard, 2015).

Causes of Conflicts

Now days, several types of conflicts occur within an organization, the reason and causes of these conflicts vary according to the situation within an organization. Some of the conflicts are role conflicts, interpersonal conflicts, task conflicts and resource conflicts. (Hotepo et al., 2010)

Conflicts are classified on the basis of two types such as personal conflicts means conflicts which exists between workforce and occurs because of a difference between employees personality traits and another type is organizational conflicts which occurs because of the scarcity of resources, organizational design and organizational system characteristics including organizational budgeting and planning, compensation plans and decision making process. (Spaho, 2013). Conflicts can be classified on the basis of certain situations in which a conflict occur or which becomes a source of conflicts and these are; tasks conflicts, differences of values and goals (Ghaffar, 2009).

Effects of conflicts

Conflicts in the minds of individuals are considered as a negative influence or source of resistance which hinders the successful accomplishment of their goals. Conflicts do have negative impacts on individuals or groups but it also has some positive impacts as well and it depends upon the characteristic of the conflicts. Sometimes organization utilizes conflicts to achieve highest level of performance and efficient decision making..Positive conflicts result in effective decision making particularly in task-oriented conflicts and enhance the group performance

because of useful criticism. And the employees which are engage in promoting the positive conflicts help to increase the interchange of ideas among individuals and groups, which helps in improving the overall performance of individuals as well as groups.(Kehinde, 2011). It is a general observation that conflicts usually results in negative for both the parties to a conflict and organization. And individual is likely to experience some of psychological situation which decreases its work performance like, decline in work interest, job dissatisfaction, work stress, frustration. He becomes air-headed, isolated from social groups. Similarly, an individual to a conflict is most likely to deal with some of behavioral effects as well like, chain smoking, excessive alcohol consumption, aggression which deliberately cause damage to others, lack of communication with others, counter behavior attempts and change in eating habits. Conflict also causes physiological damage to a person to conflict and is usually ignored. When conflict occurs, it increases the heart rate of a person to conflict which increases the adrenaline level in blood and causes high blood pressure, due to secretion of hydrochloric acid in stomach and individual becomes prone to peptic ulcers, asthma, hypertension, headaches and serious chronic problems. Hence, it can be said that conflict affects an employee performance and also lead him to psychosomatic disruption, which affects an individual health as well. Conflicts somehow also helps in releasing positive energy and acts as a catalyst sometime to encourage employee towards work and serves as a motivational factor to motivate employee for competition of performance and also helps an individual in dealing with the conflicts. (Omisore & Abiodun, 2014).

Conflict Management Techniques

There are different ways to manage conflicts, some of them are focused on interpersonal relations and others are fundamental changes. To deal with a conflict in a productive manner is the perfect way of conflict resolution within the organization. Whenever conflicts emerges within the organization, it must be managed in a proper manner in a way that it induces a positive impact rather than negative impact within the organization, which can act as a frightening force for individuals as well as groups. It has been observed that if conflicts are not properly managed, it can cause work delays, lack of interest, less focus towards work, less working efforts and sometimes in extreme cases it can be turn out as extreme failure of group. Conflicts which are not managed carefully results in the elimination of individuals and results in lack of desire to contribute in other groups or lack of enthusiasm to serve as a helping hand in other group's activities within the organization Hotepo et al., (2010). Therefore, conflict management becomes indispensable to deal with conflicts and following are the steps of conflict management:

- Identify the causes, effects of conflicts physiological and psychological both as well as opposition of parties to conflicts.
- Alteration of the conflicts directions to resolve it and make the parties to conflicts informed about the causes, effects of conflicts including psychological and physiological both so, they can avoid conflicts.
- And this alteration of conflicts direction leads towards the solution of conflicts or conflicts resolution. (Omisore & Abiodun, 2014)

There are number of styles of conflicts management within the organization but according to past writers, Follett advised three styles to deal with the conflicts and are: compromise, integration and domination. Furthermore, she also introduced some other styles as well including suppressions and avoidance. In (1964) Blake and Mouton discovered these five dominating styles such as domination, obligatory, compromise and integration were considered as a pioneer to establish the concept of conflict management styles to deal with conflicts. There are five conflicts prevention method one of which is usually termed as win/lose method in which one person to conflict wins and the other loses completely. The emphasis in this conflict is mostly on winning at all prices instead of searching for a suitable solution for all parties to a conflict. The second method is termed as accommodation and it is the reversed of first competition method. It is the lose/win method. The third approach is termed as avoidance and in this approach all parties to a conflict neither wins nor loses. In this situation, all parties to a conflict go for withdraws and its lose/lose situation because parties to a conflict do not try to resolve or manage the conflict (Ajike & Akinlabi, 2015).

Conflict outcomes

It has been observed that organizations face conflict a lot some of them are considered as a high intensity conflicts whereas others as a low intensity conflicts. And these conflicts usually target the management of an organization and become a constraint for them. Therefore, it is important for the organization to effectively deal with these conflicts as soon as possible.

Conflicts cannot be avoided this is the reason why managers are advised to deal with conflicts promptly and to adopt them as a routine. According to past researches it has been observed that sometimes organization has to face situations when conflicts are more likely to occur than a normal routine. And in this situation top management usually deal with those conflicts which are classified as dysfunctional conflicts because their experience is needed to anticipate the possibilities of conflicts and can be utilized as establishing and formulating strategies to deal with these conflicts. According to contingency theory, individuals, groups, departments and organization which lack conflicts and do not face conflicts are most likely dealing with absence of creativity, lack of resolution and inability to meet deadlines. As far as frequent conflicts within the groups, departmental groups and organization they are more likely to suffer from low performance, because of politics within the groups, low coordination among teams, dissatisfaction among employees and increasing rate of turnover. But when the frequency of conflicts is appropriate it helps and motivate people in making positive directions. The difference between the positive (functional conflicts) and negative (dysfunctional conflicts) is focused on whether the organizations objectives are dealt in a right manner or not (Iravo, 2011). As far as the outcomes of the conflicts are concerned, after successful implementation of conflict management system within an organization for a conflict resolution so, it has remarkable benefits in resolving traditional conflicts practices. The most prominent and significant outcome of the conflict resolution is the increase in organizational productivity. It is also related to reduction of conflicts cost

for inducing a positive change within the organization. Conflict management also plays an important role in conflicts resolution by improving employees' engagement and loyalty towards their work and the organization. It also helps in improving communication between employees by minimizing or eliminating interpersonal conflicts and helps in maintaining healthy interpersonal relationships among them. Other outcomes of conflicts are improvement in employees work performance, reduced intentional turnover rate and minimize absenteeism rate. It also helps in dealing with unionization and helps in avoiding union emergence within the organization. Conflict management system plays a vital role in increasing employees, commitment towards the organization, improving their performance, increases level of job satisfaction among employees and increases the level of recognition of organization.(Roche,2012).All conflicts come up with some results some of which are beneficial and some are harmful, and are classified as functional means positive and dysfunctional means negative conflicts. As far as the functional conflicts are concerned they are usually helpful and serve as a positive catalyst for the organization and help the organization in improving and increasing employees' as well as organizational productivity whereas, dysfunctional conflicts are usually acts as a negative constraint for the organization and decreases employee morale and organizational performance. It helps crating a creative and innovative spirit among employees; it also improves interest and curiosity of the employees, it also helps in improving the decision-making process quality and increases the work group efficacy. Positive and functional conflicts help in initiating the brainstorming process within groups

and helps the organization creativity by generating creative and innovative new ideas because functional conflicts creates a challenging environment within work groups.(Ahamefula, 2014).

RESEARCH METHOD

Sample Size

In this research, the organization under study is Soorty Enterprises in textile industry and sample size for research is N=108 from Soorty Enterprises denim manufacturing company. The analysis of the research was conducted on the basis of responses gathered from the questionnaires and for each hypothesis mean and standard deviation is determined. The first part of the questionnaire consists of the demographics section and the second part consists of the research questions. The respondents were 108 in number and were from Grade 3 to Grade 2 in management staff. Grade 3 represents (Officers, Senior Officers, in charge and Supervisors) whereas Grade 2 represents (Asst. Managers, Managers and Senior Managers).

Sampling Technique

The sampling technique is random sampling technique according to which each individual chosen is a part of large group of individuals and each individual is chosen by chance to get unbiased result.

Statistical Tools and Software for Data Analysis

The software for the data analysis is MS Excel and SPSS and likert scale for questionnaires. As far as testing technique is concerned it is simple mean testing and t-test hypothesis testing.

Table 1. Cause of Conflicts

Variables	N	Mini- mum	Maxi- mum	Mean	Std. Devia- tion	Vari- ance	Skewness		Kurtosis	
	Statis- tic	Statis- tic	Statis- tic	Statistic	Statistic	Statis- tic	Statis- tic	Std. Error	Statis- tic	Std. Error
Poor Com- munication	108	1.00	4.00	1.9167	.61333	.376	.696	.233	.630	.461
Negative Perception	108	1.00	4.00	2.2778	.65329	.427	.030	.233	-.292	.461
Differences in goals	108	1.00	4.33	2.3025	.56652	.321	.543	.233	.627	.461
Valid N (listwise)	108									

Data Collection Method

Data collection method used in this research is primary and secondary data collection methods. For questionnaire survey data collection method used is primary data collection method because the data is collected first hand from the employees working in Soorty Enterprises, the secondary data is gathered from the past researches conducted on the related research topic.

RESULT AND DISCUSSION

Analysis of Demographics

Soorty Enterprises is a male dominant company as the frequency of male respondents is 93 % that is greater than the frequency of female respondents which is 15%. The age-range of the respondents is between 21 to 30 and 31 to 40 and which dominates in the company as well as. The frequency of income between is between Rs. 21, 000/- to 30, 000/-. The education level of Soorty Enterprises workforce is Bachelors with frequency 47.2% where as 34.3% workforce is Masters, 9.3% workforce is Intermediate, 6.5%

workforce is Matric and 2.8% workforce is Diploma/Certificate holders. Most of their experience comes under 1-3 years range, secondly 4-6 years' experience with percentage of 27.8% whereas employees having experience of 7-10 years percentage is 18.5%.

Analysis of Research Questions

Causes of Conflicts

According to the results shown above differences in goals is the most important cause of conflict because its mean value is the highest (2.3025) than negative perception which is the second most important cause of conflict with the mean value of (2.2778) and poor communication is the third most important cause of conflict with the mean value of (1.9167). It means differences in goals is the most common cause of conflicts among employees and mostly conflicts occur due to differences in goals and job tasks. Negative perception is also a common cause of conflicts because employees who are working in production side rarely get a chance to mingle

Table 2. Effects of Conflicts

Variables	N	Mini- mum	Maxi- mum	Mean	Std. Devia- tion	Vari- ance	Skewness	Kurtosis		
	Statis- tic	Statis- tic	Statis- tic	Statistic	Statistic	Statis- tic	Statis- tic	Std. Error	Statis- tic	Std. Error
Poor Com- munication	108	1.00	5.00	1.9306	.68855	.474	1.283	.233	3.392	.461
Negative Perception	108	1.00	4.00	1.9861	.69531	.483	.645	.233	.177	.461
Differences in goals	108	1.00	5.00	2.1204	.73900	.546	1.061	.233	1.695	.461
Valid N (listwise)	108									

with other employees so, they start perceiving about others in a negative way and then conflicts start emerging among them. Poor communication is also a common cause of conflicts because when job tasks and duties are not properly and clearly defined to employees it becomes difficult for them to achieve the ultimate goal which creates conflict among subordinates and supervisors.

Effects of Conflicts:

According to the results shown in table above, communication breakdown is the most important effect of conflicts with the highest mean value (2.1204), because when conflicts occur among employees whether they are working in teams or on individual level, frequency of communication is affected when conflicts occur, employees start to avoid communicating with each other hence, the level of communication becomes low which creates communication breakdown. Low morale which is the second most important effect of conflicts with the mean value of (1.9861), employees’ morale goes down when conflicts occur and work

environment become unfavorable for them, which decreases their level of motivation and job satisfaction as a result of which employees morale becomes low. Low productivity is the third most important effect of conflicts with the mean value of (1.9306), when conflicts occur it disturbs the level of concentration among employees and their attention diverts from work tasks to tension created by conflicts among them which ultimately affects the level of production.

Conflict Management Techniques:

According to the results shown in the table mentioned above avoidance is the most important conflict management technique with the highest mean value of (2.5062), it shows that when conflicts occur employees start to avoid such situations, people etc. which can lead to conflicts in future they also develop strategies to cope up with the conflicts. Accommodation which is the second most important conflict management technique with the mean value of (2.2361), it shows that employees are more likely to adjust

Table 3. Conflict Management Techniques

Variables	N	Mini- mum	Maxi- mum	Mean	Std. Devia- tion	Vari- ance	Skewness	Kurtosis		
	Statis- tic	Statis- tic	Statis- tic	Statistic	Statistic	Statis- tic	Statis- tic	Std. Error	Statis- tic	Std. Error
Compro- mise	108	1.00	5.00	2.1204	.70003	.490	.663	.233	1.531	.461
Accomoda- tion	108	1.00	5.00	2.2361	.58088	.337	.911	.233	3.753	.461
Avoidance	108	1.33	5.00	2.5062	.90857	.826	.970	.233	.330	.461
Valid N (listwise)	108									

Table 4. Poor Communication Hypothesis Testing

Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.61333
Sample Size	108
Sample Mean	1.9167
Intermediate Calculation	
Standad Error of the Mean	0.059017278
Z Test Statistic	-18.35620632
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0.000E+00
Reject the null hypothesis	

themselves with the current situation without further resistance in order to resolve it at first place and compromise is the third most important conflict management technique with the mean value of (2.1204), it shows that when conflicts occur it is resolved by creating a compromising solution among parties to conflicts so, that conflict cannot be prolonged.

Analysis of Hypothesis Testing’s

Poor Communication:

H₀: There is no relationship between poor communication and causes of conflicts.

H_{1A}: There is a relationship between poor communication and causes of conflicts.

Table 5. Low Productivity Hypothesis Testing

Low Productivity	
Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.68855
Sample Size	108
Sample Mean	1.9306
Intermediate Calculation	
Standad Error of the Mean	0.066255982
Z Test Statistic	-16.14110012
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0
Reject the null hypothesis	

The statistical results revealed the P value (p-Value = 0.000E+00) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore the variable poor communication comes out to be as an important cause of conflict because when the communication channel between employees is not good they cannot communicate their ideas, problems and perceptions with other employees while working in groups or teams. Similarly, poor channel of communication between management and employees gives rise to conflict and start to develop conflicts in between them because subordinates are unaware of management expectations and work related tasks are not properly communicated to the employees that create ambiguities related to work tasks and work performance of employees and lead towards conflicts.

Low Productivity

H_{2o}: There is no relationship between low productivity and effects of conflicts.

H_{2A}: There is a relationship between low productivity and effects of conflicts.

The statistical results revealed the P value (p-Value = 0) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore, the variable low productivity comes out to be as an important effect of conflict because when employees are dealing with conflicts they cannot fully concentrate on their job tasks. Conflict creates hurdles in achieving organizational goals and objectives which turns out as an effect of conflict in the form of low productivity.

Table 6. Low Morale Hypothesis Testing

Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.69531
Sample Size	108
Sample Mean	1.9861
Intermediate Calculation	
Standad Error of the Mean	0.066905832
Z Test Statistic	-15.15396881
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0
Reject the null hypothesis	

Low Morale

H3_o: There is no relationship between employee low morale and effects of conflicts.

H3_A: There is a relationship between employee low morale and effects of conflicts.

The statistical results revealed the P value (p-Value = 0) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore, the variable low morale comes out to be as an important effect of conflict because when conflicts occur between employees it affects their level of motivation as well. When employees feel difficulty in performing their job tasks and face resistance by the management and other employees in reaching their desired goals it lowers down their morale. Hence, it is an effect of conflicts.

Communication Breakdown

H4_o: There is no relationship between communication breakdown and effects of conflicts.

H4_A: There is a relationship between communication breakdown and effects of conflicts.

The statistical results revealed the P value (p-Value = 0) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore, the variable communication breakdown comes out to be as an important effect of conflict because when conflicts occur between employees working in groups and teams or conflicts occur between management and employees, it affects their level of communication, they start to avoid communicating with the other parties in conflict which creates a bottle neck of communication in between them.

Table 7. Low Morale Hypothesis Testing

Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.73900
Sample Size	108
Sample Mean	2.1204
Intermediate Calculation	
Standad Error of the Mean	0.071110453
Z Test Statistic	-12.36990613
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0
Reject the null hypothesis	

Table 8. Low Morale Hypothesis Testing

Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.70003
Sample Size	108
Sample Mean	2.1204
Intermediate Calculation	
Standad Error of the Mean	0.067360862
Z Test Statistic	-13.05846752
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0
Reject the null hypothesis	

Table 9. Low Morale Hypothesis Testing

Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.58088
Sample Size	108
Sample Mean	2.2361
Intermediate Calculation	
Standad Error of the Mean	0.055895249
Z Test Statistic	-13.66643679
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0
Reject the null hypothesis	

Compromising

H5_o: There is no relationship between compromising and conflicts management techniques.

H5_A: There is a relationship between compromising and conflicts management techniques.

The statistical results revealed the P value (p-Value = 0) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore, the variable compromising comes out to be as an important conflict management technique because when conflicts occur between employees management use compromising technique to resolve their conflicts and convince them to come up with a solution in which they have to compromise to save the relationship between parties to conflicts in order to resolve conflicts.

Accommodating

H6_o: There is no relationship between accommodating and conflicts management techniques

H6_A: There is a relationship between accommodating and conflicts management techniques.

The statistical results revealed the P value (p-Value = 0) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore, the variable accommodating comes out to be as an important conflict management technique because when conflicts occur between employees management use accommodating as a technique to resolve conflicts. Accommodating is a conflict management technique in which management creates certain environment to make the employees in conflicts to adapt the changes which is creating conflicts in order to resolve conflicts between employees.

Table 10. Low Morale Hypothesis Testing

Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.65329
Sample Size	108
Sample Mean	2.2778
Intermediate Calculation	
Standad Error of the Mean	0.062863114
Z Test Statistic	-11.48880763
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0
Reject the null hypothesis	

Table 11. Differences in Goals Hypothesis Testing

Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.56652
Sample Size	108
Sample Mean	2.3025
Intermediate Calculation	
Standad Error of the Mean	0.054513776
Z Test Statistic	-12.79549707
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	0
Reject the null hypothesis	

Table 12. Differences in Goals Hypothesis Testing

Avoiding	
Data	
Null Hypothesis $\mu =$	3
Level of Significance	0.05
Population Standard Deviation	.90857
Sample Size	108
Sample Mean	2.5062
Intermediate Calculation	
Standad Error of the Mean	0.087427574
Z Test Statistic	-5.648414328
Two – Tailed Test	
Lower Critical Value	-1.959963985
Upper Critical Value	1.959963985
P – value	1.61935E-0.8
Reject the null hypothesis	

Negative Perception

H7₀: There is no relationship between negative perceptions and causes of conflicts.

H7_A: There is a relationship between negative perception and causes of conflicts.

The statistical results revealed the P value (p-Value=0) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore, the variable accommodating comes out to be as an important cause of conflict because when employees start to perceive negative things about other employees or management it starts developing negative image of them in mind which gives rise to conflicts.

Differences in Goals

H8₀: There is no significant relationship between difference in goals and causes of conflicts.

H8_A: There is a significant relationship between differences in goals and causes of conflicts.

The statistical results revealed the P value (p-Value = 0) and it is less than 0.05 which means the Null Hypothesis is rejected. Therefore, the variable differences in goals comes out to be as an important cause of conflict because when differences occur in goals and job tasks between employees it creates conflicts in between them because differences of in goals creates difference of ideas and opinions which lead them towards conflicts.

Avoiding

H9₀: There is no relationship between avoiding and conflicts management techniques.

H9_A: There is a relationship between avoiding and conflicts management techniques.

The statistical results revealed that Null Hypothesis is rejected. Therefore, the variable avoiding comes out to as an important technique to resolve conflicts. Management uses this technique to avoid conflicts and adopt ways to avoid situations which leads towards conflicts.

CONCLUSION

According to research conducted on Soorty Enterprises data is collected from 108 employees including management staff. According to research findings conflicts are part of human nature when some people from different frame of references are gathered together conflicts occurs, because their ideas, values, nature, race etc. are different from each other, means within an organization workforce comes from diverse backgrounds therefore conflicts are considered as the important factor within the organizations. Management plays a very important role in dealing with conflicts as the chances of conflicts are very high in organizations with diverse workforce because management within organizations acts as a building block which is responsible for keeping the balance within the organizations. This results in lack of concentration and coordination among employees which become a reason which can affect work performance of employees and as a result of which overall organizational productivity suffers. It is better to create groups or teams because if conflicts occur

in groups than management can take benefits from them in a positive way by creating competitive environment among groups and teams of employees and encouraging them to come up with more productive, innovative and creative ideas which can help the organization in increasing their level of productions.

Conflict occurs in every organization but the organizations can develop such strategies and structures so that they can benefit themselves with positive aspects of conflicts rather than negative aspects in order to improve their productivity. Management should create plans in anticipation to deal with conflicts and try to create such environment in which conflicts are less likely to occur. Proper channel of communication should be maintained in order to avoid misunderstandings and negative perceptions about each other. Employees' job roles and job tasks should be properly communicated to minimize chances of differences in goals and job tasks. Management should keep their employees motivated to improve the level of productivity and by removing communication lag so employees can easily communicate their issues with the management. Group's tasks and teams should be created in order to build up a good bonding sense between employees, so that a good healthy work environment can be experienced. Appreciation by management could uplift the morale of the employees.

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